

PERFORMANCE SCRUTINY COMMITTEE – 7 JANUARY 2016

Workforce Development

Report of the Director of Adult Social Services

Purpose

1. The purpose of this report is to:
 - a) Update Performance Scrutiny on progress towards implementing the Oxfordshire Adult Social Care Workforce Strategy
 - b) Outline the strategy's proposed delivery plan including governance arrangements

Background

2. The adult social care sector in Oxfordshire is facing significant challenges around workforce capacity and capability, arising from growing demand for care and support and the increasing complexity of care and support needs.
3. Modelling by the Council has established that the county's social care workforce needs to grow by up to 750 every year for the next 10 years just to keep pace with the growing numbers of people requiring care.
4. We have also identified that the current capability of the social care workforce is a significant barrier to the Council and Oxfordshire Clinical Commissioning Group's (OCCG) aim of supporting more people with long term conditions and complex needs to live independently in their own homes. 54% of direct care workers have no qualifications (at any point in time) and the county's registered managers tend to be older, less experienced and less qualified than their regional and national peers¹.
5. Oxfordshire County Council (OCC) is working in partnership with the Oxfordshire Association of Care Providers (OACP) and others, to promote the care sector as a career, help providers recruit and retain staff and run training initiatives.
6. The workforce programme, led by Joint Commissioning's Commercial and Market Development Team, is focused on the external social care workforce (i.e. non-Council) that includes home care and care home workers and nurses in care homes - approximately 90% of the workforce.

¹ NMDS-SC July 2015 [National Minimum Data Set for Social Care]

Workforce strategy

7. To address the longer term workforce issues, Oxfordshire County Council worked with stakeholders during 2014/15 to develop and produce the Oxfordshire Adult Social Care Workforce Strategy 2015/18 and draft implementation plan.
8. The strategy documents were made available for wider stakeholder engagement between 30 January and 13 April 2015. The single issue that attracted most comment from stakeholders was training. Stakeholders also identified specific skill gaps, in particular around dementia and assistive technology. Feedback suggested that training on assistive technology should be made mandatory for all social care workers.
9. The workforce strategy and implementation plan has been extremely well received by other local authorities in the region. The South East Association of Directors of Adult Social Services (ADASS) Region is currently applying elements of the approach and thinking, e. g. stratification of workforce issues, to its development of a medium term plan for the workforce in the region.
10. The feedback has been noted and reflected in the revised final version of the Strategy.

Workforce programme

Current programme

11. During 2014/15 the workforce programme - funded by a one year grant from Health Education Thames Valley - focused on a number of specific activities as well as the development of the workforce strategy. These activities are summarised in the table below:

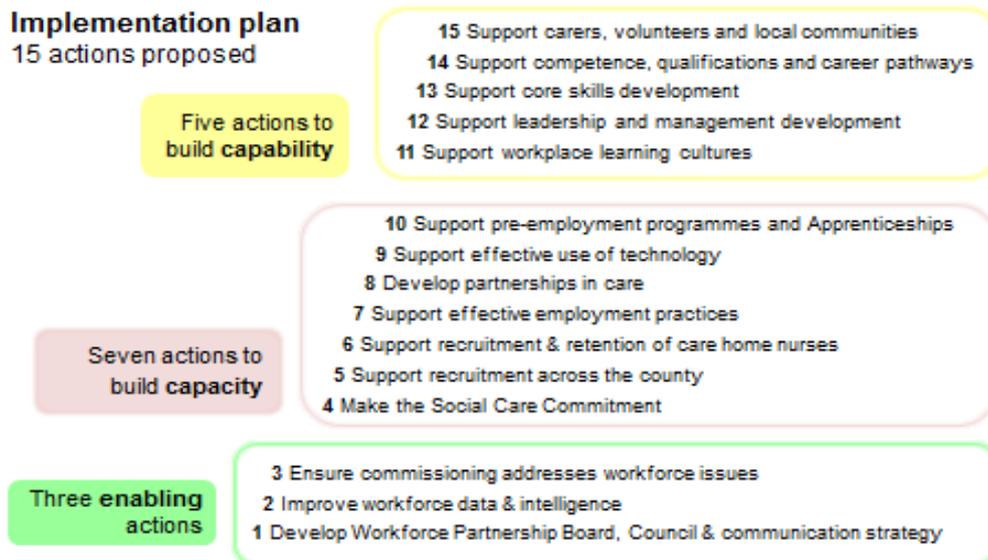
Project / work-stream	Purpose	Deliverables
1. Assistive technology awareness, training & installations	Purpose	<ul style="list-style-type: none"> • Increase awareness of health and social care workers on the benefits and use of assistive technology. • Increase equipment installations in people's homes to prevent care packages stepping up, reduce ambulance calls and to reduce hospital admissions.
	Target(s)	<ul style="list-style-type: none"> • 216 social and health care workers trained • 250 installations of standalone technology
	Delivered	<ul style="list-style-type: none"> • 252 social and health care workers trained • Over 1,000 installations of standalone technology
2. Dementia learning &	Purpose	<ul style="list-style-type: none"> • Increase the capability of the care workforce by achieving core workforce competencies

PSC7

development	Target(s)	<ul style="list-style-type: none"> 319 people trained via 7 different course types
	Delivered	<ul style="list-style-type: none"> 487 people trained via a range of course types and qualifications.
3. Values-based recruitment pilot project	Purpose	<ul style="list-style-type: none"> Recruiting for values and behaviours has been shown to be effective in reducing staff turnover rates, which are high in social care. The Council worked with 6 organisations to pilot values-based approaches to recruitment The materials for this pilot will then be shared with other providers to develop their capacity to recruit and select on this basis.
	Target(s)	<ul style="list-style-type: none"> Pilot of values based interviewing with 4 social care providers
	Delivered	<ul style="list-style-type: none"> 6 social care providers participated in pilot Values & behaviours framework 2 day training course in values-based interviewing techniques and related tools and resources Model for values-based recruitment and interviewing Initial impact report on the project, published November 2015

Future programme

12. The purpose of the Workforce Strategy is to build the capacity and increase the capability of the social care workforce in Oxfordshire.
13. The draft implementation plan sets out the practical steps that can be taken to achieve the strategy. It comprises 3 core elements and 15 headline actions, which are summarised as follows:
 - **Actions to increase workforce capacity** - 7 areas for action including actions to increase attraction and recruitment, improve retention and reduce staff turnover, optimise use of technology, deliver more apprenticeships, improve employment practice.
 - **Actions to increase workforce capability** - 5 areas for action to increase the skills and competence of the workforce improve leadership and management skills, improve learning at work and support implementation of the Care Certificate.
 - **Enabling actions** - governance, regular stakeholder engagement forum, communications and engagement activities, actions to improve workforce data and intelligence, workforce commissioning toolkit.



14. These 3 elements are reflected in the high level delivery plan now being proposed to the Workforce Programme Board (see "governance" below) for implementation. Key areas for action in the proposed delivery plan include:

a) Action on recruitment & recruitment events

15. The strategy delivery plan includes a wide range of actions aimed at attracting more people of all ages, including 16/17 year old and people 50+ to work in adult social care. The Council commissioned the Oxfordshire Association of Care Providers (OACP) to organise six job fairs over the winter period and also engage with local job centres to help increase the supply and improve the quality of potential candidates for jobs in social care. The purpose of the job fairs is to attract job seekers who may be interested in social care jobs and to link them to social care providers. Subject to funding, these initiatives and others, including the development of a "work in adult social care" jobs portal, vacancy matching service, provision of employment advice for potential candidates and employers, delivery of an iCare Ambassador Scheme and more, will continue to be delivered as part of the workforce programme.

b) Values Based Recruitment

16. Oxfordshire County Council is leading the development of values-based recruitment in social care in the county and the south east region. Over the winter months Oxfordshire is piloting a series of new one day training courses on values based recruitment to enable social care employers to implement the approach in their organisation and help build a pool of values-based recruitment trainers.

17. These are being delivered in partnership with South East ADASS and Brighton and Hove Council where the new training courses are also being trialled. SE ADASS have contributed funding towards this development in response to widespread interest from south east local authorities.
18. The training programme may also include two courses for the home care providers selected to deliver the Help to Live at Home programme. Oxfordshire's pilot of values & behaviour based recruitment in social care is enabling delivery of the training

c) Apprenticeships

19. The county needs to grow the number of young people recruited into social and health care careers in response to rising demand for care and support. The workforce programme has proposed a target to triple number of health and social care apprenticeships to 45 completed apprenticeships per year. The Help to Live at Home contract will require home care providers to employ an apprentice for every £500,000 contracted, although initial placements in building-based settings such as hospital wards, day centres and care homes are needed to optimise the benefits of this approach.
20. The Council is currently recruiting to a temporary one year post to lead on workforce capacity projects. As part of their brief, the post-holder will work with sector partners including the NHS trusts and the Oxfordshire Association of Care Providers to develop and put in place a new and sustainable rotational apprenticeships scheme with this increased level of capacity.

d) Workforce Commissioning Toolkit

21. Oxfordshire has developed key elements for a workforce commissioning toolkit. This thinking has been applied to the Help to Live at Home programme for home care. The contract now includes a workforce schedule as part of the service specification, tender questions for providers on workforce issues and the inclusion of specific items such as training in the breakdown of costs. These aspects will be applied to other social care tenders, including commissioning of care home services.

e) Workforce planning tool

22. Oxfordshire is working with Skills for Care to develop and make available to all social care employers an online tool for workforce planning. Based on a model developed by Oxfordshire County Council the tool is designed for use by people with limited knowledge or no prior experience of workforce planning. It is currently being tested and is expected to go live in 2016. The tool will enable social care employers to develop and maintain workforce plans to recruit, retain and develop their staff.

f) Workforce Learning Cultures

23. Learning in the workplace is a practical and desirable option for developing the skills, knowledge and competencies of the social care workforce. 4.2.10 Oxfordshire partnered with TDAR (Transfer & Development of Learning at Work [ArbetSam]) - an EU-funded project - to trial with social care employers a new half day workshop on developing cultures that support learning at work.
24. The workshop focuses on the many simple and low cost things that managers can do to support learning and reflection through good management practice. It was well received by the participating employers and, subject to funding, will be developed further for delivery as part of the workforce programme.

g) Whole Systems Approach

25. Oxfordshire County Council is working with NHS partners to progress a whole systems approach to workforce issues. The Council has proposed the development of a whole system workforce strategy which is expected to be taken forward by the transformation board.
26. The need and opportunity for collaboration on workforce issues is also currently being explored through SE ADASS's development of a regional medium term workforce plan.
27. A more detailed explanation of these activities and other activities that are proposed as part of the workforce programme, is set out in the draft implementation plan, which has been widely circulated (a copy of which is available on request).
28. The delivery plan also includes action on communications and engagement and the delivery of a Workforce Forum with six-monthly learning and networking events modelled on an approach to engaging a diverse community of stakeholders used by Health Education Thames Valley. Other engagement activities proposed include the development of learning networks to help support individuals working in the sector to develop and share their skills and promote leadership on care quality issues.

Agreeing the delivery plan and resource requirements

29. Delivery of the Workforce Strategy is being managed and overseen by a Workforce Programme Board, established in October and comprising representatives of the following organisations and interests:
 - Oxfordshire County Council (Joint Commissioning)
 - Oxfordshire Association of Care Providers
 - Oxfordshire Clinical Commissioning Group
 - Oxfordshire Local Economic Partnership
 - Representatives of service users and carers
30. This board is reporting into wider system governance structures including the Whole System Transformation Board, Systems Resilience Group and Joint Management Groups.
31. The board is currently reviewing the draft delivery plan and is expected to agree scope and priorities soon.
32. In line with the principles underpinning the Workforce Strategy the delivery plan is focused on making the best use of funding and resources already held within the social and health care system, e.g. Skills for Care's resources and employers' own investment in their workforce. However, it is clear that significant investment will be needed to deliver the strategy.
33. The Council will continue to prepare bids for funding to deliver specific programmes for work as part of the workforce programme. This will include a bid for ESIF funding to deliver a programme aimed at recruiting and re-training older workers (50+) to work in adult social care. SE ADASS and Brighton and Hove Council have each committed funding towards the current development of Oxfordshire's values-based recruitment initiative, and the Council is currently seeking the support of the sector Skills Council Skills for Care to take the project further.
34. We will continue to seek external funding to support delivery of the strategy but the Council will want to consider what investment it may itself wish to make to accelerate delivery and increase impact.

Monitoring and evaluation

35. The Council has produced a draft monitoring and evaluation plan for the workforce strategy, which includes a set of proposed key performance indicators. Subject to confirmation of the delivery plan, targets and resources required for implementation future reporting on the strategy will be based around the following indicators.

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Theme	No.	Indicator
Capacity	1	Increase in the number of people working in Adult Social Care
	2	Turnover rates
	3	Increase in the productivity of workers
	4	Increase in the number of employers using VBI to recruit
	5	Sustainable joint rotational apprenticeship scheme in place / operational
	6	Clear and effective routes into the sector for key groups
	7	Improving employment practices by social care providers
Capability	8	Increasing the proportion of workers with qualifications
	9	Reduce the number of Care Homes with no Registered Manager
Enablers	10	Evidence of partnership working
	11	Improved workforce data and intelligence
	12	Workforce requirements included in all relevant ASC commissions/ tenders

Recommendations:

Performance Scrutiny Committee is recommended to comment on the contents of this report, including the proposed indicators.

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16 December 2015